REPRESENTATIVE FOR
CHILDREN AND YOUTH

2012/13 Annual Report
and
2013/14–2014/15 Service Plan

September 19, 2013

The Honourable Linda Reid
Speaker of the Legislative Assembly
Suite 207, Parliament Buildings
Victoria, B.C. V8V 1X4

Dear Ms. Speaker:

It is my pleasure to present the 2012/13 Annual Report and 2013/14 to 2014/15 Service Plan of the Office of the Representative for Children and Youth to the Legislative Assembly.

This document reports on the period April 1, 2012 to March 31, 2013 and covers activities underway and planned for the period April 1, 2013 to March 31, 2015, and has been prepared in accordance with s. 17 and 19 of the *Representative for Children and Youth Act.*

Yours sincerely,

Mary Ellen Turpel-Lafond
Representative for Children and Youth
Province of British Columbia

pc: Mr. Craig James
Clerk of the Legislative Assembly

Ms. Jane Thornthwaite, MLA
Chair, Select Standing Committee on Children and Youth

Victoria staff celebrating Pink Shirt Day in support of anti-bullying

Burnaby staff recognizing Pink Shirt Day

Prince George staff wearing pink to support anti-bullying

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RCY information booth at 2012 National Aboriginal Day

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Message from the Representative

As I present this Annual Report and Service Plan, the Office of the Representative for Children and Youth is preparing to meet an important and exciting new mandate. Beginning Sept. 30, 2013, the Office will assume authority and responsibility to advocate for young adults with special needs and their families as they transition from children's services to those designed for adults.

The Office of the Representative for Children and Youth has a six-year history. The Office is now a mature organization, with the people and procedures in place to be able to deliver on this new and much-needed mandate as well as to continue in the strong role we have played as a voice for children and youth in the province since our inception in 2007. I am very pleased that, for the first time, we are including as part of this document a detailed timeline of the Office's activities and milestones since its creation.

Our Office remains focussed on strong service delivery and administrative practice and I am confident we will manage our new mandate thanks to a diligent, dedicated and expert staff that is committed to making a difference in the lives of B.C.'s most vulnerable children and youth. In order to accommodate the new advocacy responsibility, we have added six full-time staff and have been active in planning for the change for several months.

The Advocacy program in my Office continues to ensure that children and youth and their families have access to timely advice, information and assistance as they attempt to navigate the system of services in B.C. It also advocates for larger, systemic improvements within the overall child- and youth-serving system.

The Critical Injuries and Death Reviews and Investigations program continues to review and to investigate, when required, the critical injuries and deaths of children receiving reviewable services. Our investigative reports on individual cases, as well as our aggregate reviews of trends in critical injuries and deaths, inform important improvements to the health and well-being of children in B.C.

We also maintain a diligent program of evidence-based monitoring, research and assessment of B.C.'s child- and youth-serving system through our Research, Evaluation, Audit and Monitoring program. This program partners with academic and policy organizations on a variety of topics to help understand how our system of services and supports can be enhanced and how the outcomes for vulnerable children and youth can be improved.

The Office continues, as well, to maintain a special focus on the lives of Aboriginal children and youth in B.C. – a group that is over-represented in the child- and youth-serving system. This focus will be reflected in a series of Representative's reports planned for the fall of 2013.

Meanwhile, we strive to raise awareness of our Office and the services we provide through outreach activities including social media, speaking engagements, media interviews and information booths at various conferences and events.

For the first time, this document includes the results of a stakeholder survey that measures the awareness of the Office, its credibility, independence and objectivity with the goal to foster improvement in all those categories.

This document outlines the approach to meeting my accountability to the public and the Legislature to report on the activities of my Office and plans for future years. It describes the activities of the Office during 2012/13 as well as outlines our planned strategic initiatives for 2013/14 and 2014/15. We provide a full and comprehensive picture of the Office's accomplishments over the past reporting period, our plans for future years and how our work to achieve our mandate, vision and goals will be measured.

Sincerely,

Mary Ellen Turpel-Lafond
Representative for Children and Youth

September 2013

REPRESENTATIVE FOR
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The Office of the Representative for Children and Youth

About the Representative

The position of the Representative for Children and Youth was established in April 2007 with the passage of the *Representative for Children and Youth Act*, as recommended by the Honourable Ted Hughes QC, in the Child and Youth Review (Hughes Review).

The Representative is responsible for supporting children, youth, young adults and their families who need help in dealing with the child- and youth-serving system, for advocating for improvements to the system and for providing oversight of the Ministry of Children and Family Development (MCFD) and other public bodies that deliver services and programs to children and youth.

The Representative

Mary Ellen Turpel-Lafond was appointed to a five-year term as B.C.'s first Representative for Children and Youth in November 2006, and reappointed in November 2011 to a second term extending to Nov. 15, 2016.

Ms. Turpel-Lafond's career has focussed on the well-being of vulnerable children and youth.

She is a judge on leave from the Saskatchewan Provincial Court where she worked as a criminal law judge in youth and adult courts, with an emphasis on developing partnerships to better serve the needs of young people in the justice system.

She holds a doctorate of law from Harvard Law School and a master's degree in international law from Cambridge University.

A member of Saskatchewan's Muskeg Lake Cree Nation, Ms. Turpel-Lafond and her husband George Lafond have four school-age children.

Changes to the *Act* Following the Five-Year Statutory Review

The *Representative for Children and Youth Act (RCY Act)* requires that a comprehensive review of the *Act* be undertaken by the Select Standing Committee on Children and Youth (SSCCY) within five years of its coming into force. The review is intended to consider whether the core functions of the Representative are still required to ensure that the needs of children and youth are met.

The SSCCY commenced a review in September 2011 hearing submissions from the Representative, MCFD and the Honourable Ted Hughes on the Representative's mandate and functions. Several stakeholders made written submissions to the review. In May 2012, the SSCCY made seven recommendations for changes to the *RCY Act*, all of which were substantially implemented by government.

The following amendments to the *RCY Act* were passed and proclaimed effective March 14, 2013:

- expanding the mandate of the Representative to provide advocacy services to "young adults" – persons 19 to 24 years old who had received a prescribed reviewable service within the 15 months before the person's 19th birthday. A regulation was passed on March 27, 2013 expanding the Representative's advocacy services to young adults eligible for community living support from Community Living BC (CLBC) effective Sept. 30, 2013
- authorizing the Representative to investigate the critical injury or death of a child on the request of and with the written consent of a public body
- allowing the Representative to disclose the results of an individual review to a public body or the director responsible for a reviewable service
- enabling the Lieutenant Governor in Council to appoint an acting Representative if no SSCCY is established
- requiring the Representative to deliver a service plan to the Speaker before Sept. 30 each year (at the same time as the annual report)
- requiring the SSCCY to undertake a comprehensive review of the *RCY Act* or portions of the *RCY Act* every five years, with the first five-year period beginning on April 1, 2012
- requiring the SSCCY to complete a review of the Representative's monitoring functions by April 1, 2015.

The Context for the Representative's Work

Vulnerable Children and Youth

Although most children grow up with their parents and family and are loved, well cared for and safe, a significant number of children are vulnerable due to their circumstances or individual needs. Poverty, abuse, neglect, addictions, or living with special needs may impact the health, well-being and safety of children and youth and sometimes require government services to support parents and families in caring for their children, and, in some cases, government intervention to ensure the health, safety and development of children.

There are approximately 901,200 children and youth between the ages of birth and 18 living in B.C.[1]

In 2011/12, nearly 155,000 children and youth and their families, or 17 per cent of the 0 to 18 child and youth population in B.C., were served by MCFD.[2] Services include family support, early childhood development, child care subsidy, child and youth mental health, child and youth with special needs, youth transition support and youth justice.

In 2011, B.C. had the highest child poverty rate in Canada at 11.3 per cent, 2.8 percentage points above the national rate.

In 2011, 24.6 per cent of children in B.C. living in female lone-parent families were living in low income, while 9.4 per cent of children living in two-parent families were living in low income.

Source: Statistics Canada

As of March 2013, 6,282 single-parent families in B.C. received income assistance; 1,434 two-parent families received income assistance and 36,092 children lived in families receiving income assistance.

Source: *BC Employment and Assistance Summary Report-March 2013*, Ministry of Social Development

Of the total child and youth population, more than 13,000 children and youth live outside their parental home in the care of the Province, with a caregiver supported by an MCFD or Aboriginal Affairs and Northern Development Canada program, or living on their own under an MCFD Youth Agreement. Of the 8,106 children and youth in care,[3] about 4,300 are in the continuing custody of the Province.

[1] BC Stats
[2] MCFD Operational Performance and Strategic Management Report, April to September 2012
[3] Ministry of Children and Family Development

Table 1

Children Living Outside the Parental Home*					
Children in Care	Extended Family Program	Out of Care Options (OCO)	Youth Agreements (YA)	Children in the Home of a Relative (CIHR)**	Child Out of Parental Home Program (COPH)***
8,049	404	170	789	2,584	1,500

* Figures are March 31, 2012
** February 2012
*** Estimated average

Children and youth in care or receiving child welfare services have poorer health and socio-economic well-being outcomes than other children. They have lower educational achievement and experience higher rates of incarceration and dependence on income assistance. Of the approximately 700 youth who age out of care each year, about 50 per cent are on income assistance within six months of leaving care.[4]

As demonstrated by the statistics underscoring their poor outcomes, children and youth in care and/or receiving child welfare services are particularly vulnerable. Specific attention and consideration is required to monitor child and youth services and programs in order to understand their impact and make recommendations for change to improve the lives of these vulnerable children.

Focus on Aboriginal Children and Youth

The poor outcomes evidenced for children and youth involved in the child welfare system are more pronounced for Aboriginal children. Aboriginal children in care or receiving services experience even lower health, education and social outcomes than their non-Aboriginal peers – a reality that is compounded by the disproportionate representation of Aboriginal children in the system.

Contrary to the general decline in the overall number of children and youth in care over the past 10 years, the proportion of Aboriginal children and youth in care continues to be over 50 per cent during this same period. Although just over 8 per cent of children and youth in B.C. are Aboriginal, as of March 2013 more than 55 per cent of children and youth in care were Aboriginal. Aboriginal children are seven times more likely to come into care than non-Aboriginal children.[5]

The disproportionate representation of Aboriginal children and youth in the child welfare system and the disparity in outcomes between non-Aboriginal children and youth is a key focus for the Representative. Special consideration and targeted measures are required to redress the existing circumstances and meet the needs and improve child welfare outcomes for Aboriginal children, youth and their families.

[4] Public Reporting on Performance Measures, March 2012, Ministry of Children and Family Development
[5] Aboriginal Children in Care Report, October 2010, Ministry of Children and Family Development

Moving Forward – Building on the First Five Years

The Office is now a mature organization, with a clear mandate and a competent and committed staff and sound corporate structure necessary to deliver it. During the first six years of her mandate, the Representative made and had accepted by government many recommendations for improving the child- and youth-serving system in the province. For the remainder of the Representative's mandate, the Office will be taking an increased emphasis on monitoring, understanding and reporting out on the impact of recommendations that have been implemented.

Building on the constructive relationship that has been established with the government and MCFD over the past two years, the Representative will work with the ministry to assess the impact of changes made to services and programs in improving the circumstances and outcomes for vulnerable children and youth. The Representative will continue to meet her mandate to uphold the rights of vulnerable children and youth and to promote improvements in the delivery of services to children, youth and their families while monitoring the implementation of adopted recommendations and measuring improvements and impacts and reporting to the public.

Mary Ellen participates in Living Library project at Gordon Head Middle School

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The Representative's Office Strategic Framework

The legislated mandate, and the vision, goals, principles and values and outcomes outlined below establish the guiding framework for the Office of the Representative for Children and Youth.

The mandate, vision and goals establish the Representative's focus, while the principles, values and intended outcomes set the foundation for how the Office undertakes its work, measures its performance and is accountable to the Legislature and the citizens of B.C. for meeting its responsibility to advocate for children and youth and provide independent oversight to the child- and youth- serving system.

Representative's Mandate

The Representative for Children and Youth has a three-fold mandate:

- *Critical Injury and Death Reviews and Investigations* – conducting reviews and undertaking investigations of critical injuries and deaths of children and youth who have received reviewable services to identify and make recommendations for improvements to services to prevent similar injuries or deaths in the future
- *Advocacy* – providing information, advice and assistance to children and youth and their families and to young adults and their families who need help in dealing with designated or prescribed services or programs provided or funded by government, and promoting and facilitating the development of advocacy services within communities
- *Monitoring* – undertaking research, review, evaluation and audit of government funded services and programs to identify and make recommendations for change to improve the effectiveness and responsiveness of these services.

Reviewable Services
are services provided under the *Child, Family and Community Service Act* and the *Youth Justice Act* (B.C.); mental health and addiction services for children; and additional designated services which include but are not limited to family support, adoption, guardianship, services for children and youth with disabilities, early childhood development and child care services and services for youth in their transition to adulthood.

Representative's Mandate (*Representative for Children and Youth Act*, Section 6)

6 (1) The representative is responsible for performing the following functions in accordance with this Act:

(a) support, assist, inform and advise children and their families respecting designated services, which activities include, without limitation,

(i) providing information and advice to children and their families about how to effectively access designated services and how to become effective self advocates with respect to those services,

(ii) advocating on behalf of a child receiving or eligible to receive a designated service, and

(iii) supporting, promoting in communities and commenting publicly on advocacy services for children and their families with respect to designated services;

(a.1) support, assist, inform and advise young adults and their families respecting prescribed services and programs, which activities include, without limitation,

(i) providing information and advice to young adults and their families about how to effectively access prescribed services and programs and how to become effective self advocates with respect to those services and programs,

(ii) advocating on behalf of a young adult receiving or eligible to receive a prescribed service or program, and

(iii) supporting, promoting in communities and commenting publicly on advocacy services for young adults and their families with respect to services;

(b) monitor, review, audit and conduct research on the provision of a designated service by a public body or director for the purpose of making recommendations to improve the effectiveness and responsiveness of that service, and comment publicly on any of these functions;

(c) review, investigate and report on the critical injuries and deaths of children as set out in Part 4;

(d) perform any other prescribed functions.

(2) In this section, "young adult" means a person who

(a) is 19 years of age or older but is under 24 years of age, and

(b) received a reviewable service within 15 months before the person's 19th birthday.

Representative's Vision, Goals, Values and Outcomes

Vision

In achieving its mandate, the Office of the Representative for Children and Youth strives to achieve the following vision:

> *An organization highly valued for championing the fundamental rights of vulnerable children and youth, and for promoting improvements in the delivery of services to children, youth and their families that result in better lives for children and youth.*

Goals

1. Advocacy supports vulnerable children in having their rights and interests protected and upheld, their voices heard and considered, and in being active participants in decisions affecting them.
2. The identification of opportunities for strengthening the child- and youth-serving system improves outcomes for vulnerable children and youth and the quality of services provided to them.
3. The examination of critical injuries and deaths contributes to ensuring that children and youth are safe from violence, abuse and neglect and exposure to violence.
4. Effective operations and practices and an expert, competent and diverse staff enhance the capacity of the Office to meet its mandate.

Fulfilling the Mandate

The principles guiding the Office's work, and the values underlying how the work is undertaken, remain constant.

Our Principles

- *Independence* – the independence of the Representative is enshrined in the *RCY Act* that establishes the Representative as an independent office of the Legislature. The Representative does not report through a government ministry, but is accountable to British Columbians, reporting to the Legislative Assembly and the SSCCY. The Representative and her staff ensure and maintain this independence by carrying out their duties and functions in an open, objective and impartial manner using an evaluative and evidence-based approach.
- *Child-Centred* – the child and the best interests of children and youth are at the centre of the work of the Office. At its core, a child-centred focus is based on the rights and interests of the child being the predominant consideration in evaluating the impact, and the responsiveness and effectiveness, of child- and youth-serving programs and services.

Guiding principles of the Representative's child-centred focus

- Children and youth have a right to be protected and kept safe
- Children and youth are respected and valued as individuals in their own right, with their own interests and abilities
- Children and youth have the right to participate and be heard in decisions affecting them
- Children and youth have the right to reach their full potential
- All children and youth are entitled to an equal standard of care and protection and access to consistent, timely, and responsive services and supports
- Society has a collective responsibility to provide resources and services for children, youth and their families, in particular supports for vulnerable children and youth to ensure access to equal opportunities.

Our Values

The effectiveness of the Office is dependent on the Representative and her staff meeting the highest standards of ethical and professional behaviour.

The work of the Office continues to be guided by the values of:

- *Respect* – the acceptance of differing views and approaches, and, in interactions with children and youth, being accessible and easy to approach, calm, helpful and emphatic
- *Integrity* – honesty and openness and trustworthy, unbiased and consistent conduct
- *Fairness* – ensuring that anyone impacted by the work of the Office has the opportunity to be heard and his or her views considered
- *Critical Thinking* – a measured, evaluative and evidence-based approach
- *Collaboration* – working with others to build a greater understanding of the B.C. child- and youth-serving system and to identify opportunities for improvement
- *Accountability* – a clear understanding of responsibilities and duties and how performance will be measured and reported.

Reporting and Collaboration

The Representative and her staff work closely with a number of organizations to further the Office's mandate. Key organizations include:

- *Select Standing Committee on Children and Youth* – an all-party committee of the Legislature responsible for fostering awareness and understanding among legislators and the public about the B.C. child welfare system.

  The Representative reports at least annually to the SSCCY, and the Committee receives and reviews the Representative's service plan and annual report, receives and considers all reports of the Representative and may refer a critical injury or death of a child to the Representative for investigation.

- *Children's Forum* – recommended by the Hughes Review, established in 2007, chaired by the Representative and composed of representatives from the Chief Coroner, the Ombudsperson, the Public Guardian and Trustee, the Provincial Health Officer and senior leaders from MCFD, the Forum offers an opportunity for discussion and collaboration on matters of common interest to improve services to vulnerable children and youth in B.C.

- *Advisory Committee on Services to Special Needs Children and Youth* – comprised of individuals who have specialized knowledge or experience with services to children and youth with special needs, the Committee provides invaluable advice to the Representative about current issues, and helps inform the Representative's reports on related matters.

- *Canadian Council on Child and Youth Advocates* – an alliance of the 10 provincial and territorial children's advocates from across Canada that, in the absence of a national children's commission, plays the important role of informing governments and the public about children's rights, and the status and well-being of vulnerable children and youth on a national level.

Our Intended Outcomes

The Representative's Office measures its performance in meeting its mandate and achieving its vision and goals through assessing the following outcomes:

- Relevance means that the Office:
  - addresses issues and areas of concern within its mandate and of interest to the Legislature and the public;
  - is aware of and reacts readily and appropriately to issues brought to its attention through its monitoring and review and investigation activities, its liaison and collaboration with public bodies, and by legislators, stakeholders and the public;
  - produces reports that are useful to, accessible and understood by the public, stakeholders, and the Legislature; and
  - makes recommendations to enhance the effectiveness and responsiveness of designated programs and reviewable services with the goal of improving the child- and youth-serving system.

- Responsiveness means that the Office:
  - addresses requests from children and youth and their families for support, assistance, information and advice in a timely and sensitive way;
  - analyzes and takes timely and appropriate action in relation to reported critical injuries and deaths of children and youth receiving reviewable services; and
  - reaches out to children, youth and their families, the child- and youth-serving system and communities to build awareness of the rights of children and youth and the services of the Office.
- Accountability means that the Office:
  - reports regularly and in an open and transparent way about its activities to the Legislature and British Columbians; and
  - provides information on its plans, activities and performance to SSCCY for review and scrutiny.
- Excellence means that the Office meets high standards of professional and corporate conduct through:
  - a competent, ethical and diverse staff; and
  - rigorous application and compliance with established requirements in all its operations.

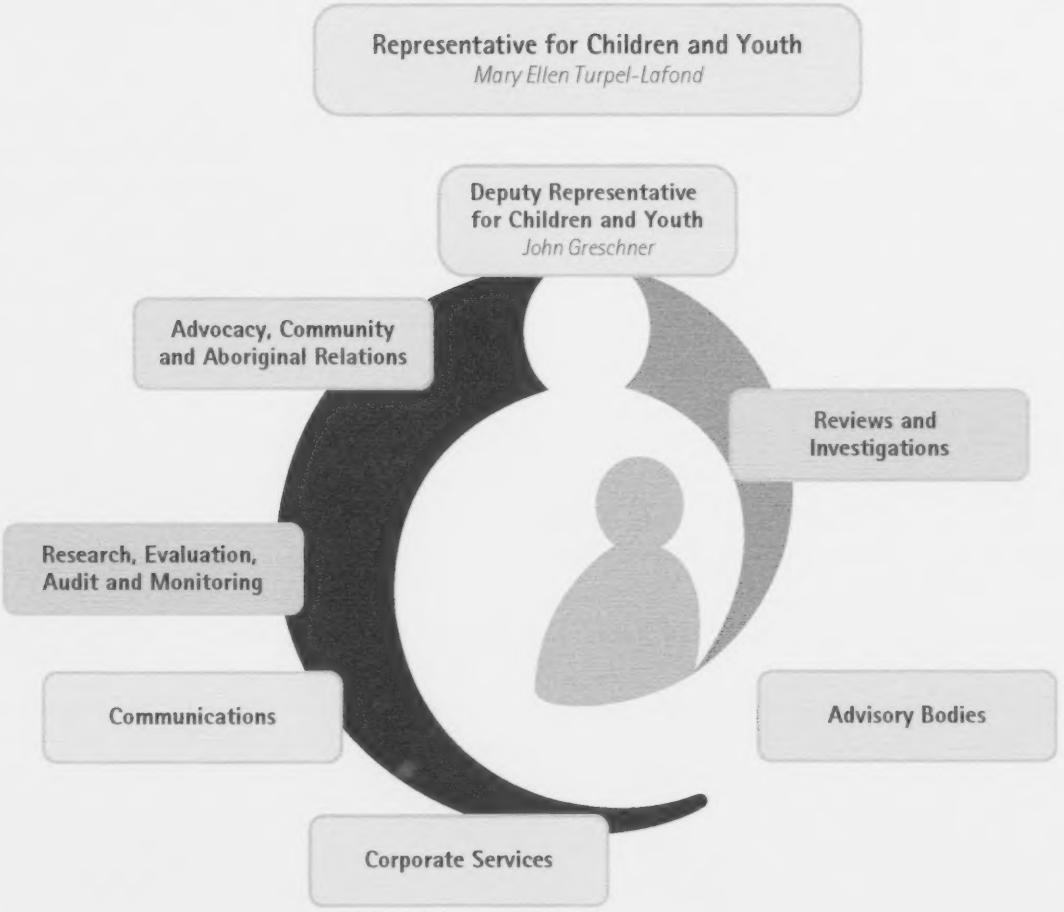
The Representative's Office – Organization and Staff

The Office is organized into four program areas – Critical Injury and Death Reviews and Investigations; Advocacy, Aboriginal and Community Relations; Research, Evaluation, Audit and Monitoring; and Corporate Services.

Services are delivered from three locations: Victoria, Burnaby and Prince George. Advocacy, Aboriginal and Community Relations staff are located in all three branch offices. Advocacy services are accessible to children and youth by phone and in person across B.C. The Victoria office, in addition to Advocacy program staff, includes the Critical Injury and Death Review and Investigation staff, the Research, Evaluation, Audit and Monitoring staff and Corporate Services staff.

The Office is staffed by a competent and diverse group of dedicated professionals. Staff are representative of the diversity of the population served by the Office and come from a variety of education and employment backgrounds. To support diversity, most job postings indicate that preference may be given to applicants who are of Aboriginal or Métis descent or members of ethno-cultural minority communities. Employees come from backgrounds in law, social work, education, youth justice, child and youth mental health, community-based and public sector advocacy, law enforcement and justice administration, social policy research and analysis, communications, administration and human resources.

Representative's Office – Organizational Structure



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Program Overview, Highlights and Planned Activities

Critical Injuries and Deaths – Reviews and Investigations

The Representative undertakes reviews of deaths and critical injuries of children and youth who had, at any time in the previous year, received reviewable services. The goal is to understand the circumstances of the injury or death and where appropriate make recommendations for improvements to service, practice or policy to prevent the reoccurrence of such tragedies.

The Review and Investigation Process

The review and investigation process is multi-layered and has several steps to ensure due diligence in meeting the mandate for reviewing the deaths and critical injuries of children and youth involved in the child- and youth-serving system.

- *Step 1: Reporting* – Public bodies providing reviewable services report the critical injury or death of a child or youth receiving their services to the Representative's Office.
- *Step 2: Screening* – Each report is screened based on established criteria to determine if service delivery issues may have been a factor in the death or critical injury. Where such concerns are identified, the case becomes the subject of a more intensive review.

  In about 50 per cent of cases, no service-delivery issues are identified. These include situations where, for example, the child was medically fragile and the death was expected, or the cause was clearly accidental. Some of these cases may be flagged for inclusion in an aggregate review, which is designed to identify broad trends and patterns that can inform improvements to the child- and youth-serving system.
- *Step 3: Review* – When service delivery issues may have been a factor in the death or critical injury, the case is reviewed to determine if it warrants a full investigation. The process is intensive and requires great care. Each review involves the analysis of information in files from the public body, which in many cases include thousands of pages, as well as any relevant files from police departments, health care providers, contracted service providers and others involved with the child or family. Case reviews may also include analysis of regional and provincial polices and standards, consultation with the BC Coroners Service and discussions with service providers or caregivers.

Only a small number of cases are selected for full investigation and at the Representative's discretion based on a determination that: the circumstances are suspicious; the death or critical injury was self-inflicted or inflicted by someone else; abuse or neglect may have been a factor; or services the child or family received may have played a part in contributing to circumstances in which the injury or death occurred.

- *Step 4: Investigation* – Carried out by a team of investigation and research analysts, a full investigation involves a thorough and rigorous examination of the system of supports up to and including the time of the death or injury. As part of an investigation, all case-related records are reviewed, along with relevant legislation, policies and standards.

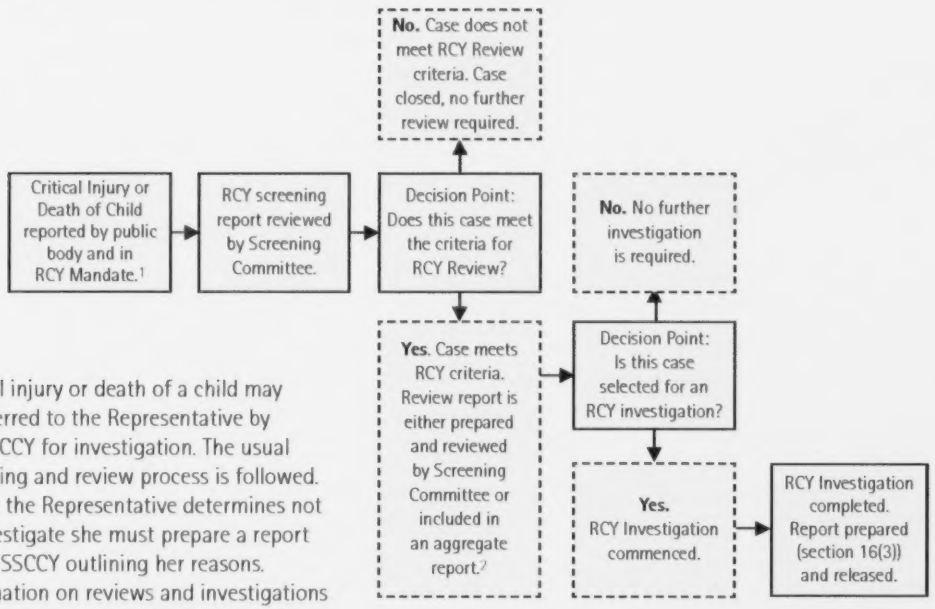
  Typically, numerous individuals are formally interviewed under oath with interviews recorded and transcribed. Members of the child's community may also be consulted. For example, in cases involving Aboriginal children, community members and leaders are engaged to ensure that their voices are heard and unique history and issues taken into consideration.

  Subject matter experts may be retained when specific knowledge and expertise are needed (for example, a case involving a child with special needs or a significant medical condition).

Flowing from her review and investigation work, the Representative may, under section 20 of the *RCY Act*, issue special reports containing recommendations when she considers it necessary to do so. The process is different from the investigation process with the report focussing on a specific issue or on a case that illustrates an issue the Representative believes should be reported to the Legislature and the public.

Draft reports are reviewed by the Representative's Multidisciplinary Team (MDT) that brings together a range of expertise including police services, the BC Coroner's Service, the B.C. Injury Research Prevention Unit, Aboriginal communities, pediatric medicine, and child maltreatment/child protection specialists. Following review by the MDT, the draft report is sent on a confidential basis to those organizations and individuals who have been interviewed or are otherwise affected so they can identify errors or omissions for review for administrative fairness purposes. This input is considered in developing the final report to be publicly released.

Process Flow – Reviews and Investigations


Critical Injury or Death of Child reported by public body and in RCY Mandate.[1]
RCY screening report reviewed by Screening Committee.
Decision Point: Does this case meet the criteria for RCY Review?
No. Case does not meet RCY Review criteria. Case closed, no further review required.
Yes. Case meets RCY criteria. Review report is either prepared and reviewed by Screening Committee or included in an aggregate report.[2]
Decision Point: Is this case selected for an RCY investigation?
No. No further investigation is required.
Yes. RCY Investigation commenced.
RCY Investigation completed. Report prepared (section 16(3)) and released.

[1] Critical injury or death of a child may be referred to the Representative by the SSCCY for investigation. The usual screening and review process is followed. Where the Representative determines not to investigate she must prepare a report to the SSCCY outlining her reasons.

[2] Information on reviews and investigations may be aggregated and analyzed and included in section 16(1) report.

Summary of Activities in 2012/13

Reports, Reviews and Trends

During the period covered by this report – April 1, 2012 to March 31, 2013 – 100 deaths and 300 critical injuries of children and youth were reported to the Representative's Office. As shown in Table 2 below, after their initial screening, a total of 225 cases – 32 deaths and 193 critical injuries – met the criteria for further review.

Table 2

Reports and Reviews								
	Reported to RCY				Selected for Review			
	2009/10	2010/11	2011/12	2012/13	2009/10	2010/11	2011/12	2012/13
Critical Injuries	137	136	413	300	63	82	237	193
Deaths	93	88	101	100	37	34	29	32
Total	230	224	514	400	100	116	266	225

As illustrated in Table 3, more than half of the 225 cases selected for review involved Aboriginal children and youth. This is reflective of the over-representation of Aboriginal children in the child welfare system.

Table 3

Further Detail on Cases Selected for Review 2012/13				
	Critical Injuries		Deaths	
	Non-Aboriginal	Aboriginal	Non-Aboriginal	Aboriginal
Not in Care	32	21	13	11
In Care	50	90	4	4
Total	82	111	17	15

Tables 4 and 5 detail the causes of critical injuries and deaths reviewed, as well as their gender distribution.

Table 4

Number of Critical Injuries by Category and Gender 2012/13

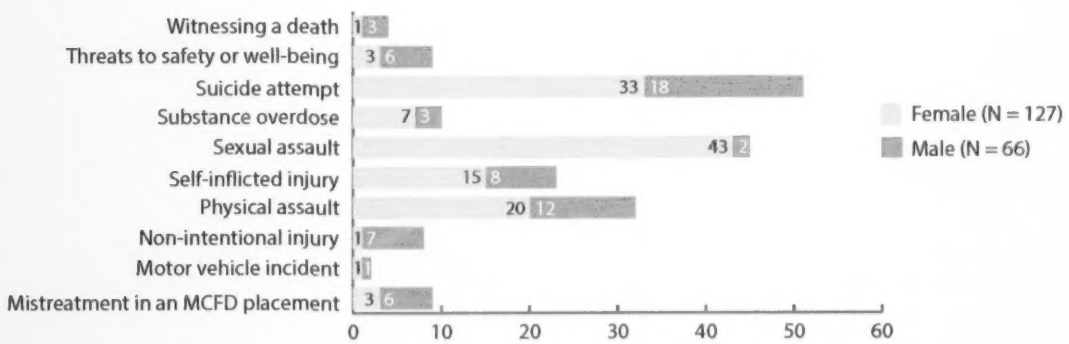
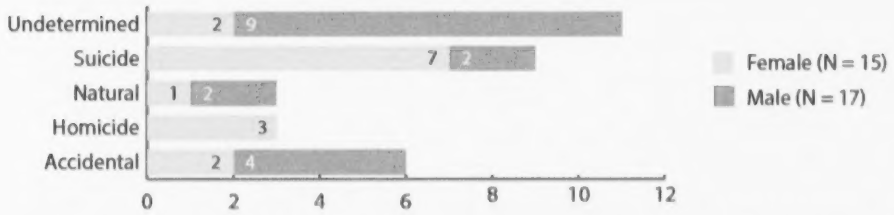


Table 5

Number of Deaths by Category and Gender, 2012/13*

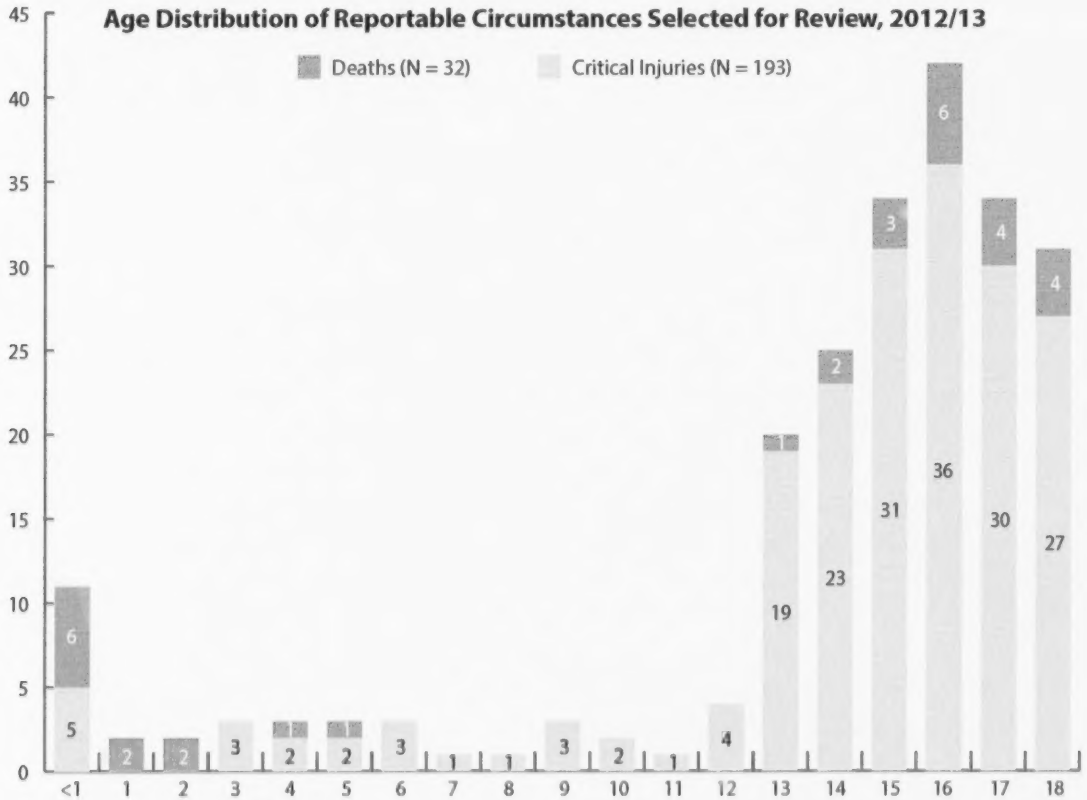


* Deaths are reported to the Office by the BC Coroner's Service and the categories in the above table are the categories used by the Coroner.

Table 6 reports the age distribution of cases reported and reviewed which, consistent with historical trends, indicates that most reports are related to infants and teenagers. Higher rates of injury or death in infants and teenagers are associated with the particular vulnerabilities of these groups. Infants are dependent on their caregivers and unable to defend themselves, and teenagers are prone to engage in high-risk behaviours.

Table 6

Age Distribution of Reportable Circumstances Selected for Review, 2012/13



Operational Activities

Internal changes within the Reviews and Investigations section have resulted in the elimination of one supervisory position that allowed the addition of a new full-time research analyst to assist with an increasing workload.

In spring 2013, the Critical Injury and Death Review and Investigations team initiated a regular teleconference with other provincial jurisdictions' child and youth advocates' offices for the purpose of sharing information on current investigations, investigative techniques and other issues of common interest.

RCY Investigations and Special Reports in 2012/13

Trauma, Turmoil and Tragedy: Understanding the Needs of Children and Youth at Risk of Suicide and Self-Harm, Nov. 15, 2012

This report outlined the findings and conclusions of the Representative's aggregate review examining the life circumstances of 15 youth who died as a result of suicide and 74 youth who engaged in self-injury behaviours over a three-year period. Varying degrees of compliance with MCFD practice standards as well as a significant over-representation of Aboriginal children were observed.

The Representative's sole recommendation was that MCFD address the need for trauma-informed services for children in care, including screening, assessment, planning and funding for appropriate services.

Who Protected Him? How B.C.'s Child Welfare System Failed One of Its Most Vulnerable Children, Feb. 7, 2013

The incident that sparked this investigation was the Tasering of an 11-year-old child with complex special needs. The report reviewed the child's entire life and the spectrum of services he and his family received. The report found that the residential services offered to him did not meet his needs, his education and health needs were neglected and the behavioural management strategies, including confining him in a "safe room," disregarded his civil and human rights. The child had also been placed in situations in which he had been repeatedly emotionally and physically abused.

The report recommended MCFD urgently create a plan to develop a continuum of residential care services, new policies to ensure active oversight of children with complex special needs, the creation of an internal MCFD clinical unit to provide consultation and training, and the elimination of isolation and restraint as behaviour management strategies.

Strategic Initiatives Underway and Planned for 2013/14 and 2014/15

For 2013/14 two aggregate reviews are underway: one of group homes and the other of sexual victimization. The report on the review of group homes is examining factors relating to children and youth who reside in group homes, factors relating to the group homes themselves, as well as the

monitoring and oversight of those resources by MCFD. The review of sexual victimization is examining the circumstances of children and youth who are victims of sexual assault while in the care of MCFD or while receiving services, the identification of risk factors for sexual assault, and the systemic response to these crimes.

Three investigations are also underway – one that examines the issue of child protection in the context of parental substance abuse, another related to the suicide of an Aboriginal youth in an isolated community, and a third focussing on the circumstances of a youth who came to the attention of the Representative after nearly dying as a result of a drug overdose.

The Office is also engaged in the production of a Special Report that examines the issue of inter-provincial transfer of custody in the case of a child who was abused after being placed with family members outside B.C.

Advocacy

Advocacy Support to Children, Youth and Their Families

Understanding and navigating the system of supports available to children, youth and their families can be overwhelming and challenging. Concerns about available services or the delivery of services may arise. It is the responsibility of the Representative's Advocacy team to support these vulnerable individuals in having their concerns heard and addressed.

The Advocacy team provides a range of services to support children, youth and their families. The team responds to requests for help from individual children, youth and families by providing information, support and advice in dealing with the province's child- and youth-serving system. Staff encourage and support vulnerable children and youth to speak for themselves and work with child- and youth-serving organizations to ensure that the views and opinions of children and youth are not only sought, but meaningfully heard and considered on issues that affect them. Where needed and circumstances warrant, Advocacy staff will advocate directly on behalf of a child or youth.

The Advocacy team regularly responds to queries from individuals who are seeking help with issues that are outside the Office's mandate. Advocacy staff provide information and referrals to relevant resources in an effort to ensure that vulnerable children, youth and their families are supported to address their concerns.

Systemic Advocacy

In the course of her work the Representative becomes aware of recurring concerns that are possibly reflective of a larger issue within the overall child-serving system. When this occurs, the Representative engages in conversations with senior government officials to raise awareness of the over-arching issue and advocates for resolution to the problems.

The Office has established a systemic Advocacy team to support the Representative's role in informing government decision makers about issues and trends that affect the lives of children and youth receiving reviewable and designated services under the *Representative for Children and Youth Act*. The systemic Advocacy team is made up of individuals from the four program areas and operates with the goal to identify and track issues and trends observed in the Representative's work. The team identifies and analyzes emergent issues and themes arising from individual advocacy cases, correspondence received by the monitoring team, and the investigation of critical injuries and deaths of children and youth brought to the attention of the Representative.

Case Profile: Supporting Parents in Advocating for Services for their Child

Issue

A single parent needed help in getting services to meet the complex special needs of her eight-year-old son. The boy had significant mental health issues and extreme and persistent behaviour problems. His aggressive behaviour was a threat to the safety of other children, the school and daycare staff and himself. He had been asked to leave six daycare settings and had recently been expelled from school. After making suicidal gestures at his seventh daycare setting, the child was admitted to BC Children's Hospital where an assessment was conducted and several medication trials attempted over the course of the child's six-week stay in the hospital. Unable to secure full-time care for her child, the parent was forced to leave work and live on employment insurance.

Action

The parent sought the advice of the Office in how to get the required education and other services to help her care for her son and have his complex needs addressed. The Representative's Advocacy staff helped the parent to understand the services available and how to advocate on her son's behalf. The parent contacted MCFD and requested that a family file be opened in order to get access to services. RCY Advocacy staff supported the parent in working through a collaborative process with MCFD Child Protection, Child and Youth Mental Health, Supported Child Development, and Collaborative Practice programs. BC Children's Hospital and other health professionals, a family therapist, and personnel of the school district and school were also involved in developing and implementing a plan to support the child in school and daycare settings.

Outcome

An MCFD family service file was opened and a social worker and a family development worker were assigned to work with and support the family. The child went into a school program that could accommodate his needs. He is monitored by an MCFD Child and Youth Mental Health program psychiatrist, and further assessments at BC Children's Hospital are planned. This case identified a systemic issue around the barriers to accessing MCFD support services where there is no open MCFD child protection file.

Summary of Activities in 2012/13

Advocacy Cases and Trends

During April 1, 2012 to March 31, 2013 the Representative's Advocacy team dealt with 1811 cases.

Table 7

Total RCY Advocacy Cases by Year for Past Six Years

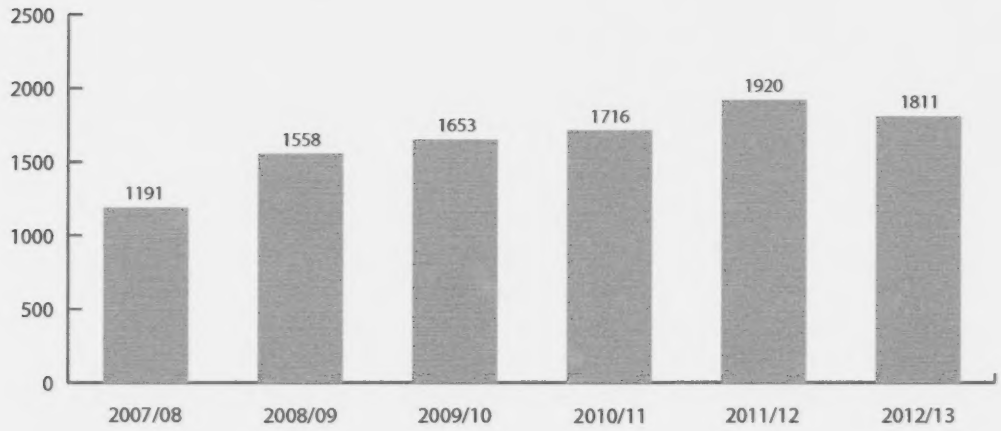


Table 8

RCY Advocacy Cases by Initial Contact, 2012/13

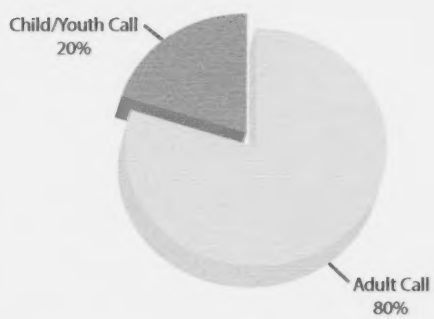
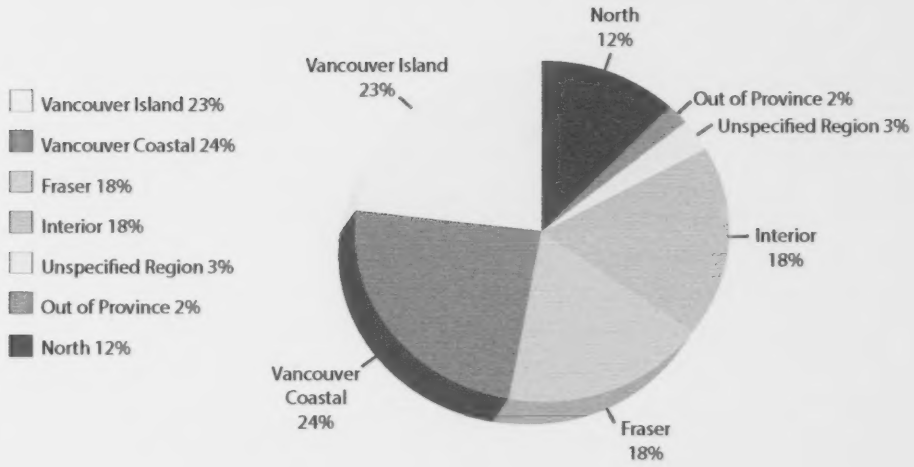


Table 9

Advocacy Caseloads by Regions, 2012/13



The advocacy caseload is roughly proportional to the child and youth population by region except for the North region which accounts for about 23.7 per cent of the B.C. child and youth population between 0 and 18 years of age, but only 12 per cent of advocacy cases handled by the Representative's Office. Extra efforts are underway to raise awareness for children, youth and their families who live in the North region of the province about the Representative's advocacy services.

Advocacy Activities

RCY Youth Survey Project

The advocacy Youth Survey project, begun in 2012, developed an online survey tool based on questions developed through the direct input and assistance from youth. In January 2013, the online Youth Survey was implemented as a pilot and emailed, text-messaged, or mailed to youth including youth in custody who have accessed advocacy services. Strategies to enhance the response rate of youth to ensure a significant response from youth are being developed as a critical source of feedback to guide improvements in the quality of the Representative's advocacy services.

Work with Youth Custody Centres

Begun in 2011/12, an initiative to visit Youth Custody Centres to build relationships and awareness of the services of the Representative's Office and to provide direct advocacy support and advice to youth at the centres has continued and grown. In 2012/13, the advocacy team held a monthly clinic at all three of the centres that are located in Burnaby, Prince George and Victoria. In Burnaby, advocates met with 31 youth and opened 18 files, in Prince George advocates met with 22 youth and opened 16 files and in Victoria, advocates met with 28 youth and opened six files.

In addition, members of the Advocacy team participated in the Burnaby Youth Custody Centre's Resource Fair, new staff training and orientation in the Prince George Centre and met with staff of the Victoria Centre regarding advocacy services and referral processes.

Case Profile: Planning in the Child's Best Interest

Issue

MCFD was planning to place two Aboriginal siblings for adoption with a non-Aboriginal parent. Placement with a family or in an Aboriginal home had been explored by MCFD but with no success. The two young siblings were separated in age by less than one year. Both had special needs and had never lived together. They had had little contact with each other. Approval for the adoption had been obtained by the MCFD guardianship worker. Subsequently, a concern was raised by a member of an MCFD support team for one of the siblings that planning was not in the child's best interests based on the child's special needs and the long-term relationship/attachment the child had with her foster parent and the other children in the child's current home.

Action

The primary role of the Representative's Office advocate in this case was to facilitate the sharing of information and discussion among the parties involved in planning for the child with the goal of resolving the case in the children's best interests. The position of the MCFD guardianship social worker was that the siblings had an inherent right to be together. Other MCFD workers felt that moving the children from their current homes would result in significant trauma to them and have a negative impact on their mental health. Several meetings were held with the advocate in attendance to consider such matters as the existing relationship between the siblings, cultural planning, the potential impact of separating the children from their caregivers, the children's mental health, how the children's voices and views were considered in planning and how the special needs of both children would be supported. MCFD had BC Children's Hospital undertake an assessment of the children and sought the advice of an expert from Alberta.

Outcome

The consultant and BC Children's Hospital assessment recommended that the current placements be maintained. MCFD management supported this plan and an exception was made to the ministry policy requiring siblings to be placed for adoption in the same home. The foster parents for each child proceeded with their adoption application, and planned to gradually increase contact between the siblings over time.

Advocacy Outreach and Child Rights Workshops

Advocacy outreach activities – including participating in meetings, holding information sessions, facilitating workshops, attending community events, distributing materials at information booths – occurred in 29 communities across the province in 2012/13. These activities included child rights workshops held in eight communities, involving 277 participants.

The booklet *Champions for Change – A Guide to Effective Advocacy for Youth and Adults Who Support Them* is an important resource and since it was developed in May 2011, 2,608 copies have been distributed to youth, service providers, parents, caregivers, foster parents and front-line MCFD and delegated Aboriginal Agency staff.

In March 2013, the Office participated in the provincial Gathering Our Voices four-day youth conference hosted by the BC Association of Aboriginal Friendship Centres and attended by more than 2,500 Aboriginal youth from across the province. At the conference, the Office delivered four child rights workshops to 100 Aboriginal youth and hosted a booth at the resource fair, engaging with hundreds of youth about the Office's advocacy mandate and ways to contact the office for individual support services.

RCY staff participating in 2012 National Aboriginal Day activities

Communities visited by RCY in 2012/13

Child Rights Campaign

Phase 2 of the multi-phased Child Rights Public Awareness Campaign, led by the Society for Children and Youth in BC, in partnership with the Representative's Office, the BC Centre for Safe Schools and Communities and Reel Youth, builds on the Phase 1 multi-media public awareness activities by providing child rights education, advocacy, implementation and supports to caregivers, children and youth from Aboriginal and immigrant and refugee communities and vulnerable populations in the province.

Culturally-focussed child rights community outreach and engagement messages were delivered through media, community dialogues, and child and youth-friendly community activities. Service providers that have greatest influence on the social determinants of health and well-being for children were also engaged directly in the delivery of the message.

Information is being translated into six languages to be added as mini-sites on the everychild.ca website (expected in fall 2013). A series of focus groups was held during the past year to ensure that the culturally relevant information being translated was interesting, persuasive, engaging and culturally respectful.

In addition, 200 advertisements were placed in public transit focussing on smaller communities, and six public service announcements, created by youth, were aired during the year.

Cross-Canada Collaboration

In November 2012, the Advocacy team initiated a monthly national teleconference with the 10 other provincial/territorial child and youth advocates' offices for the purpose of sharing information on advocacy approaches and best practices, innovative youth participation initiatives, key systemic issues and trends throughout each province, and effective outreach efforts.

Speaking Up on National Stage

The Representative continues to play a broader role in speaking out on and supporting issues of wider and national significance. In 2012/13 these activities included:

- June 2012 – the Representative's submission to the Truth and Reconciliation Commission of Canada highlighted the inter-generational impact of residential schools and the importance of children's human rights as a useful framework for reconciliation and preventing harm to current and future generations of Aboriginal children
- July 2012 – the Representative addressed the International Summer Course on the Rights of the Child in Moncton, New Brunswick on Making Human Rights Relevant to Children
- August 2012 – the Representative wrote to B.C.'s Senators and Members of Parliament urging them to take a personal interest and support Bill C-420 – an *Act to Establish the Office of the Commissioner for Children and Young Persons in Canada*
- March 2013 – the Representative presented a keynote address at All Children Matter: Protecting Sacred Lives Forum in Winnipeg, Manitoba on the topic of sexual exploitation in the context of a child rights framework.

Strategic Initiatives Underway and Planned for 2013/14 and 2014/15

Responding to the New Mandate and Services to Young Adults

Effective Sept. 30, 2013, the Representative's advocacy mandate will be expanded to include young adults eligible for community living support from CLBC. To better serve youth moving from the child-serving stream to adult services, the Advocacy team has been divided into two sub teams: one serving children and youth under the age of 16, and the other serving youth and young adults between the ages of 16 and 24 years. To meet the operational needs of the new mandate, the Office is recruiting a director, three advocates (one located in each of the three Representative's offices), an in-take analyst and advocacy outreach coordinator. The coordinator will lead the development of an outreach strategy and youth-friendly materials and venues (including Twitter, Facebook and YouTube) to ensure that young adults, and the adults supporting them, know how to contact the Office and how the Office can help.

The Representative's Office is also renewing its advocacy policies and procedures, has initiated a file management system re-design, and is working closely with CLBC to develop a joint advocacy protocol and plan for data-sharing. An external advisory group has been established to help guide the work of the Office as it moves into a new stream of service delivery for vulnerable young adults.

Revision of Advocacy Protocol with MCFD

In April 2011, the Office and MCFD signed a joint advocacy protocol outlining a shared commitment to promoting effective advocacy and a phased approach for implementation. Phase 1 involving education and orientation of MCFD staff was successfully completed by end of 2011/12, and Phase 2 involving the application of the protocol in practice to ensure that children in care are notified of the Representative's advocacy services was begun in 2012/13.

With the Representative's new mandate to provide advocacy services to young adults, and significant operational changes both at the Representative's Office and MCFD through its service delivery areas, agreement was reached to revise and enhance the existing MCFD/ Representative advocacy protocol to more accurately reflect the work of both parties. A working group has been struck and work will commence in fall 2013.

Case Profile: Funding of a Youth Agreement

Issue

A youth contacted the Representative's Office for help after she was denied funding of an MCFD Youth Agreement. She told the Office that she had completed the required paperwork and been told she was eligible for the program, but funding was denied at the last minute leaving her without money to pay her rent or support herself. She said that she was told that she was rejected for funding because of concerns about individuals she may be hanging around with. She said that she was not given any further information. Nor was she given a chance to discuss the concerns. The youth was attending school, working at a part-time job, and otherwise fulfilling all aspects of her Youth Agreement.

Action

An advocate from the Representative's Office contacted the MCFD social worker as well as the MCFD in-house Dispute Resolution Program to inform them that an advocate would be helping the youth to file a complaint appealing the decision to withdraw her Youth Agreement supports. The advocate also indicated that she was seeking information from the MCFD social worker on the facts of the case and the reasons for the decision.

Outcome

Following this initial contact and before discussing the issue with the advocate, the MCFD social worker looked further into the youth's case, reconsidered and determined that the assumptions made about the youth's behaviour were mistaken. Funding was reinstated.

Research, Evaluation, Audit and Monitoring

The Monitoring Process

The Research, Evaluation, Audit and Monitoring program supports the Representative in meeting her responsibility to monitor and evaluate designated child and youth services for the purpose of making recommendations to improve the effectiveness and responsiveness of those services. The Representative reports publicly on these activities, including issuing reports on the implementation of recommendations. Recommendations for change to services are focussed on helping improve results in the areas of safety, health, education and well-being for vulnerable children and youth.

The program also conducts evidence-based research and assessment to inform the development and delivery of child and youth services. This includes periodic audits that focus on particular pieces of the system of services to vulnerable child and youth, highlighting the Representative's expectations to address specific issues of concern.

In undertaking any research project, the Representative's primary goal is to be able to contribute to a better understanding of the issues at hand and to make recommendations that will improve the delivery of services in B.C. The Office collaborates with other public bodies, agencies and post-secondary institutions in conducting these activities. The Representative supports and facilitates the transfer of knowledge related to research findings to front-line service providers.

Summary of Activities in 2012/13

Monitoring Reports

Much More than Paperwork, Proper Planning Essential to Better Lives for B.C.'s Children in Care, March 26, 2013

This report presented the results of the Representative's audit of plans of care for children and youth in continuing care. The audit examined the randomly selected files of 100 children and youth in continuing care of the government. The audit found that only five per cent of plans of care audited met ministry standards; that documentation of planning for these vulnerable children and youth is scattered and ineffective; and that there is a clear lack of emphasis by MCFD on comprehensive and regular planning and intervention. The Representative made 10 recommendations, including a call for MCFD to invest in the resources necessary to effectively enforce its own planning standards.

On-going Monitoring and Analysis of Critical Issues and Areas of Oversight

Review of Mental Health Services

Based on correspondence from the public, Advocacy calls and critical injury and death reviews and investigations findings regarding mental health services for young people, during 2012/2013 the Monitoring program undertook substantial work on a review of mental health services for youth in B.C. Feedback was gathered from more than 850 participants to inform the Representative about how young people (youth ages 16- to 19-years-old) with mental health concerns and their parents and caregivers experience mental health services in B.C. The review focusses on the ease with which youth and families are able to find and receive services, the spectrum of mental health services publicly available for youth, the extent to which service providers communicate and coordinate services, and how youth are supported in their transition to adult services. A report on the review will be publicly released in early 2013/14.

Integrated Case Management System

On April 1, 2012, following implementation of the Integrated Case Management (ICM) system for MCFD child protection staff, the Representative's Office received calls from MCFD social workers raising concerns about their ability to protect children given technical issues with ICM. The Representative's Office met with front-line MCFD staff and sought advice from experts in the development of human services information systems and, based on the practical and technical concerns raised, took the rare step of issuing a public statement about the Representative's concerns that ICM was not adequate to provide safety to vulnerable children, youth and families in B.C.

In response to the Representative's concerns, MCFD identified and implemented a series of changes to ICM, including implementing a remediation plan aimed at supporting front-line staff in their use of ICM. The Representative will continue to closely monitor MCFD's plans and activities regarding ICM and assess the adequacy of its response.

MCFD Quality Assurance System Enhancements

MCFD is in the process of redesigning its Quality Assurance program in three areas of oversight: case review and complaints, audits and practice support, and reportable circumstances. As part of this process, the ministry has recently made changes to its case practice audit program that the Representative is closely monitoring, including efforts to significantly improve compliance against standards to a target of greater than 90 per cent.

Planning for Children and Youth in Care

The ministry has a responsibility to ensure that children and youth in care have meaningful assessment and planning that supports their overall well-being. The Representative will continue to monitor the ministry's commitment in ensuring higher compliance for care plans, including the development of new tools and policies.

MCFD Child and Youth Safety and Family Support Policies

As of April 2012, the previous *Child and Family Development Service Standards* (2003) were replaced by the new *Child and Youth Safety and Family Support Policies*, which include nine new child protection response policies. The nine new policies identify the required practices and clinical decision points in the child protection response model. The Representative will continue to monitor the implementation and practice outcomes of these new policies.

MCFD Supporting Continuum of Out-of-Care Placement Options

As of February 2013, the former standard regarding Informal Kinship Care was replaced by seven new policies, including a new permanency option. The Representative will monitor the implementation of these new policies, including their impact on the Extended Family Program and Out of Care caseloads.

BC Early Years Strategy

On Feb. 20, 2013, the Premier announced the *BC Early Years Strategy*. This eight-year strategy consists of a cross-ministry framework that has the goal of improving the integration, accessibility, quality and affordability of B.C.'s early years programs, including the current child care system. Over the next few years, the Representative will monitor government's implementation of the *BC Early Years Strategy* against its stated goals.

Strategic Initiatives Underway and Planned for 2013/14 and 2014/15

Review of MCFD Adoption Services

The Representative is completing a review of MCFD's adoption program and the extent to which the program is meeting its goal of achieving timely permanency for children in care. The review follows a cohort of children with adoption plans over a six-year period and measures the permanency outcomes for these children. It will also involve a comprehensive review of MCFD policies and standards and an analytical review of adoption data, including the ministry's performance in approving adoptive family applications. The review will draw on information from interviews with MCFD staff and children and youth in and out of care. A report will be released in 2013/14.

Pathways to Over-representation of Aboriginal Children in Care in B.C.

The Representative and the Faculty of Social Work, University of Toronto, continue to collaborate on a joint research study to examine factors that contribute to the over-representation of Aboriginal children in care in B.C. This research study is modeling and examining the ways Aboriginal children and families encounter child welfare services in B.C.

Growing Up in B.C. II

The Representative and the Provincial Health Officer are collaboratively preparing for the next release of *Growing Up in B.C.* Effort is underway to update baseline data and engage youth so that policy- and decision-makers can learn from the experiences. A special focus will be directed to the goal of better understanding educational outcomes.

Monitoring the Implementation of Past Recommendations of the Representative

Reports from the Representative's Office make practical recommendations designed to foster real improvements to the child- and youth-serving system. Recommendations are tracked by the Representative's Office on an ongoing basis to determine what progress has been made in implementing the recommendations.

An increased focus of the Representative over the next period will be to understand the impact of implemented recommendations on improving outcomes for vulnerable children.

Legislated Review of Representative's Monitoring Function

The amended *RCY Act* requires the SSCCY to complete a review of the Representative's monitoring functions by April 1, 2015. The Representative will begin preparing for that review in the coming year and will outline the approach and criteria she will apply in developing her advice to the Committee at the time of the review. The Representative plans to work with the ministry in fall 2013 to develop a clear understanding in this regard.

Aboriginal Relations

Outreach to and engagement with Aboriginal communities is a distinct priority of the Representative.

The Representative and staff seek out every opportunity to engage, collaborate and establish partnerships with Aboriginal communities to deliver outreach and advocacy services and to support initiatives that improve results for Aboriginal children and youth. In doing this work the Office strives to respect the unique sense of place, culture, language and rights of Aboriginal peoples.

The Office also collaborates with provincial, federal and Aboriginal governments in addressing issues related to Aboriginal children and youth receiving government services given the distinct jurisdictional boundaries and service delivery for those living on and off reserve.

Summary of Activities in 2012/13

In 2012, the position of Associate Deputy Representative for Advocacy, Aboriginal and Community Relations became vacant and the position was filled in an acting capacity for several months. The impact of the vacancy was that several of the planned specific activities under this program area were delayed. In January 2013, the Representative appointed a new Associate Deputy Representative for Advocacy, Aboriginal and Community Relations (an Aboriginal individual as recommended by the Hughes Review).

The Representative's Office maintained and initiated communication with a number of Aboriginal organizations across the province on a range of issues and matters. At all times, the Representative is open to sharing information on the mandate and services of the Office and obtaining the input of Aboriginal people, communities and leaders to better understand issues of importance to Aboriginal children and youth and families and to inform the development and implementation of strategies. In addition to these ongoing activities to share and engage with Aboriginal communities, in 2012/13 the Office:

- attended quarterly meetings with the First Nation's Directors Forum partnership table and quarterly delegated Aboriginal Agencies/ Representative's Office working group meetings to address matters of particular concern for delegated Aboriginal Agencies;
- met with delegated Aboriginal Agencies throughout the province in order to support their work and to better understand the unique needs, challenges and approaches to delivering services to Aboriginal children, youth and families;
- attended regular regional First Nations Summit meetings; and
- collaborated with the First Nations Education Steering Committee.

Strategic Initiatives Underway and Planned for 2012/13 and 2013/14

Specific initiatives planned and underway to promote engagement and collaboration with Aboriginal communities and further initiatives relating to issues of importance to Aboriginal children, youth and their families include:

- developing an Aboriginal outreach strategy to ensure an increased presence by the Representative in Aboriginal communities, with delegated Aboriginal Agencies, and First Nations, Métis and Aboriginal youth organizations on and off reserve and throughout all regions of the province;
- continuing to actively support the 2011 Memorandum of Understanding with the First Nations Education Steering Committee to advance the following key priorities: 1) ensuring that specific targets for Aboriginal education are embedded in the Ministry of Education's Achievement Contracts, and are monitored and reported on annually to the Minister of Education; and 2) ensuring that Individual Education Plans for each First Nation and Aboriginal child and youth in government care are developed and closely monitored to improve educational outcomes; and

- continuing to work closely with the First Nations Directors Forum executive and members at large to jointly address areas of systemic concern relating to serve delivery for Aboriginal children on and off reserve.

Youth Participation

The rights, needs and interests of children and youth are central to the Representative's work. To effectively meet her mandate the Representative reaches out to youth to hear directly from them about how services and programs can best meet their needs.

Summary of Activities in 2012/13

In 2012/13, the Office developed a Youth Engagement Strategy to guide the Office's efforts in ensuring the effective participation of children, youth and young adults. The objectives of the strategy are to raise awareness about the Representative's mandate and advocacy services, to establish meaningful partnerships with youth and young adults across all program areas, and to empower youth to understand and speak out about their fundamental rights.

The Office regularly consults with youth to ensure that their views are heard and considered. The Office undertook interviews with youth in care related to its adoption review, conducted a survey of youth related to its plan of care audit, and held focus groups with youth as it developed its online youth advocacy survey.

In order to understand youths' experiences with publicly available mental health services and inform the work of the Office in its mental health services review, the Representative's staff worked in partnership with the McCreary Centre Society and researchers from Simon Fraser University to conduct a questionnaire, focus groups and interviews with 89 youth from across the province.

The Office continued its work with immigrant and refugee youth through the Fresh Voices Youth Advisory Team (YAT) as follow-up to the October 2011 Champions for Children and Youth Summit. In 2012/13, the YAT hosted four dialogue sessions with more than 100 immigrant and refugee youth in Nanaimo, Victoria, Langley and Prince George. These regional dialogues resulted in 15 recommendations to affect positive change in the lives of immigrant and refugee youth, and their families and communities.

The Office also continued its work with the Federation of BC Youth in Care Networks Steering Committee. Staff of the Representative's Office attended meetings of the Committee three times during the year to provide child rights workshops and a drop-in clinic for youth seeking individual advocacy support services. These meetings serve as an excellent opportunity for the Office to build direct connections with youth in care to better understand their needs.

The Office also submits articles about the Representative's activity to Power Pages, a provincial magazine produced by the Federation and distributed to more than 5,000 young people, service providers and caregivers around the province and to other networks across Canada.

Strategic Initiatives Underway and Planned for 2013/14 and 2014/15

In addition to implementing its Youth Engagement Strategy, the Office has a number of specific activities underway and planned for promoting youth participation. These include:

- developing the use of social media to connect with and engage with young people;
- developing child, youth and young adult materials for the Representative's website and Facebook and Twitter interfaces;
- developing and delivering rights workshops targeted to youth and young adults;
- working with the Cross-Ministry Youth Engagement Networking initiative whose purpose is to provide a forum for sharing strategies to meaningfully engage youth with the public service, share best practices respecting youth engagement within our mandates and coordinate efforts to increase child and youth participation;
- working with the Healthy Aboriginal Network, Ontario's Provincial Advocate for Children & Youth, Manitoba's Children's Advocate and the Canadian Museum for Human Rights to produce a poster series representative of Aboriginal children and youth and their artistic interpretation on the *United Nations Convention on the Rights of the Child*; and
- recruiting a youth engagement coordinator who will have responsibility for increasing the youth engagement capacity of the Office and enhancing the Office's visibility among children, youth and young adults throughout B.C.

Outreach and Communications

In support of the Representative and program areas, outreach and communications activities raise public awareness of the Office and the services offered to children, youth and families. (Appendix 1 is a list of Outreach and Communication Activities.)

Summary of Activities in 2012/13

Community and Stakeholder Engagement

The Representative and staff from her Office participated in a wide range of community events to raise awareness about the Office and the advocacy services it offers to children, youth and families. Staff hosted information booths, talked with the public and distributed materials at various events, met with various organizations, and attended and presented at conferences and other relevant forums.

Media Requests

The Representative and staff responded to well over 200 requests from the media for interviews and information throughout the year. Wide-ranging topics included mental health, domestic violence, high-profile issues involving children and youth, the Integrated Case Management system, reports issued by the Representative, and changes to the *RCY Act*.

Outreach

In continuing efforts to increase awareness of the Representative's work, information packages were mailed to the following organizations and offices during the period of this report:

- 45 delegated Aboriginal Agency offices
- 86 Transition House Society members and similar organizations
- 123 MCFD offices province-wide.

Connecting with as many British Columbians as possible is an important goal of the Representative. Outreach through social media platforms includes an active Facebook page that continues to encourage interaction and attract new followers, and a YouTube channel that includes nearly 50 Representative's Office videos, including the popular It Gets Better video highlighting the experiences of lesbian, gay, bisexual and transgender youth in being different and focussing on a positive future.

Initiatives Underway and Planned for 2013/14 and 2014/15

The Representative's Office will continue to focus on outreach and increasing public awareness of the Office's activities during the coming years, with a particular emphasis on explaining the Representative's new mandate to provide advocacy to 19- to 24-year-olds. A campaign will be launched to directly contact potential clients of this advocacy service through email and social media as well as in-person.

Continuing with the Office's outreach work of the past, information booths will be set up at conferences and other public events, the Representative's Facebook page will be active, and updated information materials will be distributed to targeted organizations. The Representative's new Twitter account, launched in spring 2013, will be a key tool in raising awareness of the Office and how it helps young people and their families.

Presenters and recipients of the Youth Leadership award, Representative's 2012 Awards of Excellence.

To celebrate the good work that is being done across the province, the Representative's Annual Awards of Excellence is planned for September 2013 at Government House.

Corporate Services

The Office requires the trust and confidence of the Legislature, the public and stakeholders to be effective in meeting its mandate. Trust and confidence in the Office is enhanced through quality service delivery.

Quality service delivery is achieved through a competent and professional staff supported by efficient operations and organizational infrastructure. The Representative's staff is highly qualified and supported in pursuing continuing professional development. The Office's operational practices and processes meet or exceed government-wide standards.

Summary of Activities in 2012/13

In 2012/13, in addition to the provision of ongoing services, Corporate Services carried out several specific projects, including:

- national recruitment processes for two senior executive level positions;
- development of a budget for the new mandate project and Treasury Board approval; and
- implementation of multiple case management system enhancements to support business requirements.

Strategic Initiatives Underway and Planned for 2012/13 and 2013/14

Continuing through 2013/14 and into 2014/15, the Office will address a number of critical Corporate Services issues including:

- development and implementation of a staffing plan related to the change in the Office's mandate;
- implementation of a new employee performance and development plan to align performance, training goals, career development and compensation decisions;
- incorporation of budget requirements related to the new mandate in the 2014/15 budget submission;
- relocation and renovation of office space as required in Burnaby and Prince George to accommodate required increased resources related to the new mandate;
- development and implementation of enhancements to the Office's case management system to support the expansion to the Office's new mandate and services; and
- development and preparation for systems upgrades to ensure technology remains current and meets the Office's business needs, with expected roll-out in early 2014/15.

Our Performance

The Office measures its performance in achieving its outcomes of relevance, responsiveness, accountability and excellence by tracking key performance indicators (KPIs) and associated performance targets. In addition to KPIs, the Office also tracks a number of secondary indicators for each outcome.

The data used by the Office to measure performance comes from three sources: internal management information systems; publicly available reports; and third party survey data.

The Office uses its performance management information to understand how effective its strategies are in terms of meeting its legislated mandate to advocate for children and youth and to provide independent oversight to the child- and youth-serving system. Based on the results, the Office will alter or enhance its strategies and approaches to providing services and delivering programs.

Relevance

Key Performance Indicator

The Representative ensures relevance in meeting her oversight and accountability role by addressing areas of concern within her mandate that are of interest and importance to the Legislature and public. This is measured by the number of times that the work of the Office is in response to a concern or a matter arising from an external party or source, illustrating that the Representative is alert to issues, is in touch with the system and stakeholders and reacts accordingly.

For 2012/13 and 2013/14, the Office's performance target for relevance is that 40 per cent of work undertaken by the Office (except for its child death and injury review and investigation work) is in response to questions, issues and matters raised or brought to the attention of the Representative by external parties.

In 2012/13, more than 60 per cent of the work of the Office as reflected in public reports, papers, submissions and statements of position was in response to a concern or matter arising from an external party or source. (This does not include the current ongoing monitoring of issues and matters that have come to the Representative's attention and may at some point result in a public report or statement from the Representative.)

Other Indicators of Relevance

Other indicators of relevance that the Office tracks include:

- *Public accountability for the review and investigations of critical injuries and deaths* – measured by ensuring the regular preparation and production of public updates every four months outlining the number of reports received, reviews undertaken and cases identified for investigation by the Representative.

  In 2012/13, the Representative issued Report #15 – Critical Injuries and Deaths Review and Investigation for the period Feb. 1, 2012 to May 31, 2012; Report #16 for the period June 1, 2012 to Sept. 30, 2012, and Report #17 for the period Oct. 1, 2012 to Jan. 31, 2013.

- *Progress on recommendations* – measured through the ongoing monitoring and tracking of action taken on all recommendations made to public bodies by the Office on suggestions for improvements and enhancements to child- and youth-serving services and programs. Whether or not recommendations are implemented is not in the control of the Representative; progress on recommendations does, however, provide some measure of the Representative's success in influencing public bodies to make improvements.

  Appendix 2 provides a list of recommendations by reports and the status of the recommendations for the 2007/08 to 2012/13 period. Over the next period, the Representative intends to provide increased focus on understanding the impact of implemented recommendations on improving the responsiveness and effectiveness of the child-serving system.

- *Relevance to the public* – measured by the public's interest in the work of the Office, by tracking the number times each of the Office's reports is viewed from the Representative's website.

  In 2012/13, resources posted on the Office website were viewed more than 590,000 times, representing an 18 per cent increase from the previous year (resources include reports, papers and submissions, statements, fact sheets, photos, protocols/Memorandums of Understanding and media releases). The top three items downloaded during this reporting period were the reports *Honouring Kaitlynne, Max and Cordon, Who Protected Him* and *Trauma, Turmoil and Tragedy*.

- *Relevance to stakeholders* – measured by the percentage of stakeholders who are knowledgeable about the Office, perceive that the Office addresses issues of significance that fall within the Representative's mandate and that the Representative's reports are credible, independent and objective.

  In 2012/13, a Stakeholder Awareness Survey was undertaken by the Office. The survey was distributed to a range of organizations and individuals who had some contact with the Office since its establishment and for which the Office had an email address. Surveys were sent to 712 stakeholders and 202 completed surveys were received – a 28.4 per cent response rate.

  The survey found that 93 per cent of respondents had "some knowledge" or "knew a great deal" about the Representative's mandate and duties; more than 80 per cent reported they were aware of the Representative's three core mandated functions. More than 88 per cent felt that the Office addressed issues of significance falling within the Representative's mandate and a significant

proportion reported that Representative's reports were objective – 76 per cent, independent – 83 per cent, and credible – 84 per cent.

The Representative will continue to raise awareness about the services offered by the Office. As noted earlier, an outreach coordinator and youth engagement coordinator are being recruited to enhance the profile of the Office.

Responsiveness

Key Performance Indicator

Timely and effective response to requests for assistance and support from vulnerable children, youth and their families, and of the review and investigation of incidents of critical injury or death is essential for the Representative to meet her mandate. The responsiveness of the Representative in meeting her mandate is measured by two key indicators:

- the percentage of cases in which the Office responds to requests for advocacy services within the established three-day response timeline
- the percentage of screening and review dispositions of reports of child and youth critical injury or deaths that are completed by the Office within the established two-month timeframe.

For 2012/13, the Office's performance target for responding to advocacy requests for service within the three-day time limit was 90 per cent. The Office exceeded this target and achieved a 99 per cent rate for responding to calls within three business days; 73 per cent of calls were returned the same day or within one day. Given the importance of providing timely response to requests for advocacy service, the target has been adjusted upward to 100 per cent for 2013/14.

For 2012/13, the Office's performance target for screening and reviewing reports of child and youth critical injuries or deaths was 85 per cent. The Office exceeded this target and achieved a 100 per cent rate for turning around screening and review dispositions within the two-month target timeframe. For 2013/14, the target is raised from 90 per cent to 100 per cent in recognition of the responsiveness of the current process and the need for timeliness in addressing reports of child and youth critical injuries and deaths.

Other Indicators of Responsiveness

Other indicators of responsiveness that the Office tracks include:

- *Responsiveness to advocacy calls* – measured by the percentage of youth requests for service responded to within 24 hours – the goal is to ensure that all youth in contact with the Office receive an initial response to their request for service within this period.

  In 2012/13, 100 per cent of youth calls were responded to within 24 hours (254 calls in total); 94 per cent of calls were responded to on the day they were received.

Another measure of responsiveness is the percentage of those served who rate their satisfaction with the response time as satisfactory or better – the goal is to ensure that all requests for service are dealt with in a timely way. The target rate for satisfaction with response time is 75 per cent. An Advocacy Survey undertaken in the first half of the 2012/13 fiscal year (April to September 2012) found that 66.9 per cent of clients reported they were satisfied with the amount of time it took to respond to their inquiry. The Office is working to improve the clarity of the survey questions to better understand the issue and will continue to work to overall satisfaction rating with response time to advocacy services.

- *Community relations and stakeholder engagement* – measured by tracking the number of appearances or presentations by Office staff at stakeholder and community events, the number of community relations and engagement activities and the number of communities visited with the goal of ensuring that the Representative is engaging and reaching out to vulnerable children, youth and their families and stakeholders across the province.

  In 2012/13, the Representative and her staff attended meetings with 100 organizations, attended nine community and stakeholder events and conferences, and had 14 speaking engagements. The Representative and her staff visited 33 communities in B.C. in 2012/13.

- *Aboriginal relations* – measured by the number of collaborative efforts or initiatives with Aboriginal communities and organizations on mutually identified issues of shared concern.

  In 2012/13, the Representative and her staff met with 20 Aboriginal organizations and individual First Nations. A significant issue raised and discussed was the disparity of resources available to First Nations children on reserve as compared to off-reserve First Nations children served by MCFD due to the federal department of Aboriginal Affairs and Northern Development Canada's funding Directive 20-1. The Representative remains engaged with the 23 delegated Aboriginal Agencies through the First Nations Directors Forum on streamlining the delivery of individual advocacy services offered by the Representative's Office and available to children, youth and families, as well as systemic areas of concern with respect to development of culturally appropriate practice standards for the delivery of child welfare by delegated Aboriginal Agencies.

- *Youth participation* – measured by the number of interactions and engagement activities with youth to raise awareness about their rights and the services of the Office. The goal, over time, is to steadily increase the awareness of youth and youth adults through increased youth events and interactions.

  In 2012/13, the Representative engaged youth in a number of ways including formally obtaining youth input to three audits or reviews and through the development of the online Youth Survey. The Office maintained its existing involvement in various youth forums, including the Gathering our Voices Aboriginal youth conference and the Federation of BC Youth in Care Networks Steering Committee, and expanded its involvement through its participation in the Cross-Ministry Youth Engagement Networking initiative.

Accountability

Key Performance Indicator

A key outcome for the Representative is to be accountable to the Legislature and British Columbians for the work of her Office. A broad measure of how the Office demonstrates its accountability is the number of reports and papers released and the number of public comments and statements (including media releases) made each year by the Representative.

In 2012/13, it was expected that the Representative would release up to five reports and papers and a number of other public comments, statements and submissions dependent on emerging issues. For the past year, the Representative released a total of seven reports or papers and five submissions and statements of position. In 2013/14, the target is again that the Representative will issue five reports or papers and make other statements and submissions in response to developments.

Other Indicator of Accountability

Another indicator of accountability is the number of times the Representative makes presentations to the SSCCY.

In 2012/13, the Representative appeared before SSCCY four times, and presented on seven reports she had previously released, including the 2011/2012 Annual Report and 2012/2013 Service Plan. At each of these meetings, the Representative also provided updates on the work of her Office, and general issues of concern.

Excellence

Key Performance Indicator

Excellence in service delivery is achieved and maintained through competent and skilled staff. A key indicator of the Office's achievement of excellence is the level and degree of ongoing professional development to ensure that staff stay current and up-to date on emerging issues and trends, expand their knowledge and skills base and promote their own personal development.

For 2012/13, the target was that 78 per cent of permanent, full and part-time staff would participate in professional development. The Office exceeded this target with 82 per cent of staff participating in professional development.

Notable examples of professional development undertaken by Office staff include:

- the participation of two Advocacy staff in the 2012 Inaugural International Summer Course on the Rights of the Child in Moncton, New Brunswick;
- the attendance of two staff at the annual conference of the Canadian Society for the Prevention of Child Abuse;

- an employee who completed her Master's degree and whose research was focussed on the therapeutic alliance and outcomes with volunteer counselors; and
- a staff member being approved for participation in the Pacific Leaders' Scholarship Fund, sponsored by the B.C. Public Service to support the staff person in pursuing a Bachelor of Laws degree.

For 2013/14, the target is that 85 per cent of permanent, full and part-time staff will participate in professional development. The ultimate goal is that all permanent staff engage in some form of professional development each year.

Other Indicators of Excellence

Other indicators of excellence that the Office tracks include:

- *Staff contribution to meeting mandate* – measured by the degree to which staff feel engaged in their work and that they contribute significantly to the achievement of the Office's mandate.

  In 2012/13, the Office undertook its first Staff Contribution Survey evaluating measures related to the staff's view of their contribution to meeting the mandate of the Office. The survey, conducted by an independent firm, found that the vast majority of staff are proud of the work they do, and understand how their work contributes to the work of the Office. There was a high level of employee agreement that the work environment in the Office is conducive to learning and development, and staff are well-informed and consulted with on decisions affecting their work. In addition, employees generally reported that there is a positive work environment, and that the Office values diversity and work/life balance. Areas for enhancement include recognition, communication and timeliness of decision-making between executive and staff, as well as teamwork in the Office.

  The results of the survey will be circulated to all staff and staff input will be considered in developing action moving forward to further enhance staff engagement.

  The Staff Contribution Survey will be administered again in 2013/14. Staff will be surveyed annually on issues relevant to their performance and contribution and engagement with the work of the Office.

- *Health, safety and well-being of staff* – measured through addressing any health and safety matters immediately and effectively in compliance with occupational health and safety laws and to meet the needs of staff and ongoing support for and facilitation of activities and programs to support staff well-being.

  In 2012/13, this was demonstrated by the Office's quick and thorough response, in coordination with other partners, to a gas leak in the Prince George office; access to government's Early Intervention and Return to Work program to support employees in early, safe and successful return to work from illness or injury; and active encouragement of employees to participate in activities such as Bike to Work Week and the Times Colonist 10K race.

- *Ongoing compliance with core policies* – measured through Office policies and procedures adhering to applicable core government policies, standards and practices and the Office meeting budgeting and audit standards and requirements.

  In 2012/13, the Office again successfully completed its annual financial audit in full compliance with core government polices, standards and practices.

OVERVIEW – Office of the Representative for Children and Youth Strategic Performance Measurement Framework						
Mandate	**Values and Principles**	**Immediate Outcomes**	**Key Performance Indicators**	**2012/13 target**	**2012/13 result**	**2013/14 target**
Representative for Children and Youth Act	*Principles:* • Independence • Child-centred • Focus on Aboriginal children and youth *Values:* • Respect • Integrity • Critical thinking • Collaboration • Accountability	Relevance	Proportion of reports undertaken by the Office in response to issues raised, matters brought to the Office's attention, or questions from MLAs, the public and stakeholders	40 per cent	60 per cent	40 per cent
		Responsiveness	Per cent of cases in which the Office responds to requests for advocacy services within the established three-day response timeline	90 per cent	99 per cent	100 per cent
			Per cent of screening and review dispositions of reports of child and youth critical injury or deaths reported to the Office that are completed by the Office within established two-month timeframe	85 per cent	100 per cent	100 per cent
		Accountability	Number of reports released by Representative	5 reports	7 reports	5 reports
		Excellence	Per cent of permanent full- and part-time staff who participate in professional development activities	78 per cent	82 per cent	85 per cent

INDEPENDENT AUDITOR'S REPORT

To the Representative for Children and Youth, Province of British Columbia

I have audited the statement of expenditures of the Office of the Representative for Children and Youth for the year ended March 31, 2013. The statement of expenditures has been prepared by management using the government's Core Policy and Procedures Manual.

Management's Responsibility for the Statement of Expenditures

Management is responsible for the preparation and fair presentation of the statement of expenditures in accordance with government's Core Policy and Procedures Manual described in Note 1, and for such internal control as management determines, is necessary to enable the preparation of the statement of expenditures that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the statement of expenditures based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the statement of expenditures is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the statement of expenditures. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the statement of expenditures, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the statement of expenditures in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, made by management, as well as evaluating the overall presentation of the statement of expenditures.

In my view, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial information in the statement of expenditures of the Office of the Representative for Children and Youth for the year ended March 31, 2013, is present fairly, in all material respects, in accordance with government's Core Policy and Procedures Manual.

Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 in the statement of expenditures, which describes the basis of accounting. The statement of expenditures is prepared to provide information to the Province of British Columbia. As a result, the statement may not be suitable for another purpose.

Victoria, British Columbia
August 2, 2013

Russ Jones, MBA, CA
Auditor General

Fiscal Year 2012/2013 Statement of Expenditures

Expense Type	2012/13 Estimates $	2012/13 Actual $ Note 1	2011/12 Actual $
Salaries of permanent and temporary employees	3,948,000	3,753,349	3,695,799
Employee Benefits	972,000	957,256	853,535
Travel	202,000	256,181	229,838
Professional services	512,000	482,690	561,373
Information systems	428,000	409,861	419,704
Office and business expenses	373,000	347,557	422,194
Utilities, materials and supplies	14,000	23,701	7,760
Operating equipment and vehicles	13,000	3,251	4,898
Amortization	66,000	65,034	69,047
Building occupancy	725,000	710,927	666,816
Transfers-General	60,000	312,500	378,000
Interest Costs-Non Public Debt	1,000	355	550
Other expenses	3,000	707	950
Total Expenses	**7,317,000**	**7,323,369**	**7,310,464**

Approved on behalf of the Office:

Signature

July 29, 2013
Date

Note 1 - The statement of expenditures is presented in accordance with the B.C. Government's financial and management policy outlined in the Core Policy and Procedures Manual at: http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm

Appendix 1 – List of Outreach and Communication Activities

Community and Stakeholder Events and Conferences

Gathering Our Voices Provincial Aboriginal Youth Conference, Penticton (March 2013)

5th Annual Fetal Alcohol Spectrum Disorder Conference, Vancouver (March 2012)

Child and Youth Mental Health Matters, Vancouver (May 2012)

Child & Youth Advocate, Yukon – UNICEF Children's Rights (May 2012)

National Aboriginal Day, Trout Lake (June 2012)

Aboriginal Day Celebrations, Prince George (June 2012)

B.C. Confederation of Parent Advisory Councils, Northern Regional Conference, Prince George (October 2012)

British Columbia School Counsellors Association Conference, Vancouver (October 2012)

Foster Parent Support Services Society, Langford (October 2012)

Meetings

Service Providers and Advocates

Admiral Seymour School

Adoptive Families Association of BC

Aunt Leah's Place

Broadway Youth Resource Centre

B.C. Association of Child Development and Intervention

B.C. Association of Social Workers

B.C. Children's Hospital – Child and Youth Primary Care Clinic

B.C. Paediatric Society

Canadian Paediatric Society

Canuck Place

Child, Youth & Family Network

Federation of B.C. Youth in Care Networks

First Call: BC Child and Youth Advocacy Coalition

F.O.R.C.E. Society for Kids' Mental Health

Fresh Voices Youth Advisory Team

International Congress on Child Abuse and Neglect

Kelty Mental Health Resource Centre

Lee Haskell Youth Center

Nanaimo Youth Services Association

National Indian Child Welfare Association (U.S.)

Network of Inner City Community Services

McCreary Centre Society

Parents Support Services Society of B.C.

Richmond General Hospital Early Child Mental Health

Safeteen

School District 39

Scouts Canada

St. Michaels University School

Urban Youth Project – St. Helen's Hotel

Youth Unlimited

Youth Matters

Aboriginal Leadership/Organizations

All Nations Youth Safe House

Ayas Men Child and Family Services

B.C. Assembly of First Nations

Carrier Sekani Child and Family Services

Cowichan Tribes

Child and Family Services Leadership Gathering

First Nations Education Steering Committee

First Nations Directors Forum First Nations Summit

Snuneymuxw First Nations

Surrounded by Cedar Children and Family Services

Tillicum Lelum Aboriginal Friendship Centre

Fraser Valley Aboriginal Child & Family Service Society

Gitxsan Child & Family Services

NIL-/TU,O Child & Family Services Society

Lalum'utul Smun'eem Child and Family Services

Penelakut Band

Prince George Aboriginal Child and Family Commission

Vancouver Aboriginal Child and Family Services Society

Wet'suwet'en Child & Family Services

Urban Native Youth Association

Government Organizations

B.C. Ministry of Aboriginal Relations and Reconciliation – Advisory Council on Aboriginal Women

B.C. Coroners Service

B.C. Ministry of Children and Family Development

B.C. Ministry of Education

B.C. Ministry of Health

B.C. Ministry of Justice

B.C. Ministry of Social Development

Burnaby Youth Custody Centre

Canadian Institute for Health Information

City of Vancouver

Community Living BC

Families First Dialogue – Ending Domestic Violence

Fraser Health Authority

Independent Investigations Office

Interior Health Authority

Justice Reform Initiative

Northern Health Authority

Office of the Auditor General of B.C.

Office of the Information and Privacy Commissioner

Office of the Ombudsperson

Office of the Provincial Health Officer

Prince George Youth Custody Centre

Provincial Health Services Authority

Saskatchewan Ministry of Social Services

Vancouver Coastal Health Authority

Vancouver Island Health Authority

Vancouver Police

Victoria Youth Custody Centre

Other

Abbotsford Child &Youth Community Forum
B.C. Government and Service Employees' Union
B.C. Association for Community Living
Canadian Mental Health Association (B.C. Chapter)
College of Physicians and Surgeons B.C.
Community Poverty Initiative
End Exploitation Langley Action Plan
Ending Violence Association of B.C.
Federation of Community Social Services of B.C.
Human Rights Watch
John Howard Society, Burnaby
Law Foundation of B.C.
Legal Services Society
Phoenix Human Services Association
Prince George Public Library
Ray-Cam Community Co-operative Association
RCMP Independent Investigations Office
United Way of Greater Victoria
United Way of the Lower Mainland
Vancouver Foundation

Speaking Engagements

Child- and Youth-Serving Organizations

Child Welfare League of Canada
Family Support Institute
South Fraser Safe Babies Society

Aboriginal Leadership/Organizations

Caring for First Nations Children Society
Protecting Sacred Lives Forum – All Children Matter

Academic Organizations

College of New Caledonia – Prince George
Simon Fraser University – Faculty of Psychology
University of British Columbia – 10th Annual Assessment Workshop
University of British Columbia – School of Social Work
University of Northern B.C.
University of Victoria – Faculty of Law
University of the Fraser Valley
Provincial Human Services Deans Committee
Centre for Research & Education on Violence against Women and Children – University of Western Ontario
The FREDA Centre for Research on Violence against Women and Children

Other

Action Canada – Young Carers Project
B.C. Association of Chiefs of Police
Community Social Planning Council
Continuing Legal Education Society of B.C.
Lawyers' Rights Watch Canada
Manitoba Aboriginal Issues Committee of Cabinet
Royal Canadian Mounted Police
Tri-City Transitions
Truth and Reconciliation Committee of Canada
Vancouver Island Criminal Justice Association
Viewpoint, Australia and UK

Appendix 2 – Reports by Year

Reports by Year	Number of Recommendations	Fully or substantially implemented	Partially implemented	Action does not meet intent of Recommendations	No substantial action
2012/13					
Much More than Paperwork: Proper Planning Essential to Better Lives for B.C.'s Children in Care	10	Awaiting Response			
Who Protected Him? How B.C.'s Child Welfare System Failed one of its Most Vulnerable Child	4	Awaiting Response			
2011/12					
Special Report: The Impact of Criminal Justice Funding Decisions on Children in B.C. – March 2012	3	2			1
Honouring Kaitlynne, Max and Cordon: Make Their Voices Heard Now – March 2012	8		1		7
So Many Plans, So Little Stability: A Child's Need for Security – September 2011	3	3			
Isolated and Invisible: When Children with Special Needs are Seen but Not Seen – June 2011	4	4			
Issue Report: Phallometric Testing and B.C.'s Youth Justice System – April 2011	3	3			
2010/11					
Fragile Lives, Fragmented Systems: Strengthening Supports for Vulnerable Infants – Aggregate Review of 21 Infant Deaths – January 2011	6	2	3		1

Reports by Year	Number of Recommendations	Fully or substantially implemented	Partially implemented	Action does not meet intent of Recommendations	No substantial action
Special Report: Reporting of Critical Injuries and Deaths to the Representative for Children and Youth – December 2010	1	1			
Issue Report: Sexual Abuse Intervention Program – September 2010	5	5			
No Shortcuts to Safety: Doing Better for Children Living with Extended Family – June 2010	10	6	3		1
2009/10					
Hearing the Voices of Children and Youth – A Child-Centred Approach to Complaint Resolution – January 2010	7	3	2	1	1
Honouring Christian Lee – No Private Matter: Protecting Children Living with Domestic Violence – September 2009	5	2	1		2
Housing, Help and Hope: A Better Path for Struggling Families – July 2009	3	2	1		
2008/09					
Kids, Crime and Care: Youth Justice Experiences and Outcomes – February 2009	7	4	1	1	1

Reports by Year	Number of Recommendations	Fully or substantially implemented	Partially implemented	Action does not meet intent of Recommendations	No substantial action
Issue Report: Medical Assessments in B.C.'s Youth Justice System – September 2008	4	4			
Amanda, Savannah, Rowen and Serena: From Loss to Learning – April 2008	11	7	2	2	
2007/08					
Monitoring Brief – System of Services for Children and Youth with Special Needs – February 2008*	12*				
Health and Well-being of Children in Care in B.C. – Educational Experiences and Outcomes – May 2007	9	3	1	1	4

Recommendation Status as of July 31, 2013

*Outstanding issues will be addressed through appropriate responses to the recommendations provided in the report *Isolated and Invisible: When Children with Special Needs are Seen but Not Seen.*

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REPRESENTATIVE FOR
CHILDREN AND YOUTH